



MIT SLOAN: DESIGNING FOR HEALTH

Leveraging analytics for a proactive health system

THURSDAY, DECEMBER 6, 2018 | WONG AUDITORIUM | TANG CENTER, MIT | CAMBRIDGE, MA

#MITSloanHSI

WELCOME

Dear MIT Alumni and Friends,

Thank you for taking the time to attend our event today. Having you here gives us the opportunity to present what we believe are key issues transforming healthcare now, as well as what we see as future drivers of change.

We will also share how MIT's inventive and unique research agenda, especially through emerging projects here at MIT Sloan's Initiative for Health Systems Innovation, is impacting the ideas and actions of key health systems players: providers, policy makers, payers, and digital innovators. We're eager to discuss with you:

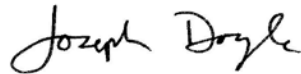
- How to better quantify effects of social determinants of health on outcomes and costs
- How analytics, technology, workforce, and process innovation apply to designing and assessing proactive interventions in health systems
- Policies needed to enable proactive systemic interventions with analytics-based evidence
- How ecosystem collaborations can accelerate innovation towards proactive health systems

Through research collaborations, education efforts, and conferences like this one, HSI aims to be your "go-to" resource for defining the principles and capturing the evidence that will guide decision-makers through the radically transformed landscape of health systems in the next decade.

We hope you'll actively engage with us, as well as with each other, throughout the day. We see you all as essential members of our growing team. We're counting on you to share your perspectives as well as identify ways in which you can help shape a much-needed new approach to health system design.

And who is better equipped than MIT and its amazing ecosystem to do so?

Best regards,

A handwritten signature in black ink, appearing to read "Joe Doyle".

Joe Doyle

*Erwin H. Schell Professor of Management;
Professor of Applied Economics
Faculty Director, HSI*

A handwritten signature in black ink, appearing to read "Anne Quaadgras".

Anne Quaadgras, SB '85, SM '86

*Senior Lecturer, Operations Management
Director, HSI*

CONFERENCE AGENDA

CONFERENCE MODERATOR

Jay Levine, Retired Principal of ECG Management Consultants

8:30 – 9:00	REGISTRATION AND CONTINENTAL BREAKFAST
9:00 – 9:05	WELCOME REMARKS Maria Zuber, E. A. Griswold Professor of Geophysics, and Vice President for Research, MIT
9:05 – 9:10	PERSPECTIVES FROM THE HSI ADVISORY BOARD AND INTRODUCTION OF JAY LEVINE Ron Williams, SF '84, Chairman and CEO, RW2 Enterprises, LLC
9:10 – 9:15	OVERVIEW OF THE DAY Jay Levine, Retired principal of ECG Management Consultants
9:15 – 9:45	OPENING SESSION Joseph Doyle, Erwin H. Schell Professor of Management and Applied Economics, MIT Sloan, and Faculty Director, Initiative for Health Systems Innovation
9:45 – 10:15	MORNING KEYNOTE: f (SCIENCE) FICTION → (SCIENCE) FACT: THE TOMORROW OF MEDICINE + HEALTH TECHNOLOGY Howard A. Zucker, MD, JD, Commissioner, New York State Department of Health
10:15 – 10:45	BREAK
10:45 – 11:45	PANEL: FOOD AS MEDICINE: BUILDING THE EVIDENCE <i>MODERATOR:</i> Joseph Doyle, Erwin H. Schell Professor of Management and Applied Economics, MIT Sloan, and Faculty Director, Initiative for Health Systems Innovation <i>DISCUSSANTS:</i> Ana Ayala, VP of Programs, Project Open Hand Seth A. Berkowitz, MD, MPH, Assistant Professor of Medicine, Division of General Medicine and Clinical Epidemiology, University of North Carolina at Chapel Hill Kartika Palar, Assistant Professor, Division of HIV, Infectious Disease and Global Medicine, University of California, San Francisco Michelle A. Passaretti, RN, BSN, CCM, Senior Director of Innovations, Geisinger David B. Waters, CEO, Community Servings, Boston

11:45 – 12:30 PANEL: HOW CAN WE TRANSFORM HEALTH WITH PRECISION HEALTH?

MODERATOR: Elizabeth Baca, MD, MPA, Deputy Director, California Governor's Office of Planning and Research

DISCUSSANTS: Mariana Arcaya, Assistant Professor of Urban Planning and Public Health, MIT
Ernst Berndt, Professor of Applied Economics Emeritus, MIT Sloan
Domenick Bertelli, MBA '99, Partner, Putnam Associates
Robert C. Green, MD, MPH, Director, Genomes2People Research Program at Brigham and Women's Hospital

12:30 – 1:30 NETWORKING LUNCH

1:30 – 2:15 PANEL: COLLABORATIVE MODELS FOR CARE TRANSFORMATION

MODERATOR: Jason Helgersen, MPP, Founder and Chief Solutions Officer, Helgersen Solutions Group

DISCUSSANTS: Andrew Bertagnoli, Vice President Behavioral Health Clinical Product, Optum
Chris Goldsmith, President, Landmark Health
Valerie F. Pietry, MD, MS, TPP '85, Chief Medical Officer, Family Health Center of Worcester

2:15 – 2:30 HSI AND EDUCATION

Anne Quaadgras, SB '85, SM '86, DBA, Director, Initiative for Health Systems Innovation and Senior Lecturer, MIT Sloan

2:30 – 3:00 BREAK

3:00 – 3:45 PANEL: FOOD SYSTEM INTERVENTIONS TO CURB CHRONIC ILLNESS AND PROMOTE HEALTH

MODERATOR: Georgia Perakis, William F. Pounds Professor of Operations Management, Operations Research and Statistics, MIT Sloan

DISCUSSANTS: Sue AnderBois, Director of Food Strategy, State of Rhode Island
Laurie "Duck" Caldwell, Executive Director, Boston Area Gleaners, Inc.
Timothy Griffin, Associate Professor, Division Chair - Agriculture, Food, and Environment, Friedman School of Nutrition Science and Policy, Tufts University
Lisa Sebesta, Founder, Sitari Capital

3:45 – 4:15 AFTERNOON KEYNOTE: CONFRONTING THE OPIOID EPIDEMIC: A MANY SYSTEMS APPROACH

Karen Smith, MD, MPH, Director, California Department of Public Health

4:15 – 4:30 CLOSING REMARKS

4:30 – 5:30 RECEPTION

SPEAKER BIOGRAPHIES

(in order of appearance)

MARIA ZUBER

**E. A. Griswold Professor of Geophysics,
and Vice President for Research, MIT**

Maria Zuber is the E. A. Griswold Professor of Geophysics and Vice President for Research at MIT.



She oversees MIT Lincoln Laboratory and more than a dozen interdisciplinary research laboratories and centers, including the Computer Science and Artificial Intelligence Laboratory, Koch Institute for Integrative Cancer Research, the MIT Energy and Environmental Solutions Initiatives, among others. Vice President Zuber is also responsible for intellectual property and research integrity and compliance, as well as research relationships with the federal government.

Vice President Zuber holds a BA from the University of Pennsylvania and an ScM and PhD from Brown University. Her research bridges planetary geophysics and the technology of space-based laser and radio systems. Since 1990, she has held leadership roles associated with scientific experiments or instrumentation on ten NASA missions, most notably serving as Principal Investigator of the Gravity Recovery and Interior Laboratory (GRAIL) mission.

Vice President Zuber is the first woman to lead a science department at MIT and the first to lead a NASA planetary mission. In 2013, President Obama appointed her to the National Science Board, and in 2016 she was elected Board Chair, a position she held until 2018.

RON WILLIAMS, SF '84

Chairman and CEO, RW2 Enterprises, LLC

Ronald A. Williams is Chairman and CEO of RW2 Enterprises, LLC and is the former Chairman and CEO of health insurance giant Aetna Inc.



Williams now focuses his energy on private equity, values-based leadership and transformational change, and healthcare value creation.

Through his firm, RW2 Enterprises, Williams counsels C-Suite corporate executives on strategy and transformational leadership. He is Operating Advisor to private equity firm Clayton Dubilier & Rice and serves as Chairman of portfolio companies Agilon Health and NaviHealth. He is a Director of American Express, The Boeing Company, and Johnson & Johnson.

Williams became president and joined Aetna's Board in 2002 (Aetna had a full-year 2001 continuing operations loss of - \$0.46 per share for a \$292 million loss). In 2006, he became chairman and CEO. Under his leadership, Aetna was named Fortune's most admired company in the Health Care: Insurance and Managed Care category for three consecutive years. In 2011, the year he retired, Aetna had full-year operating earnings of \$5.17 per share. The market capitalization grew from \$4.7 billion in 2001 to \$15.3 billion in 2011 and the company ranked 77th on the Fortune 100 list.

Williams is a member of the MIT Corporation, vice chairman of The Conference Board, and a member of the President's Circle of the National Academies. He was elected to the American Academy of Arts and Sciences and is a trustee of the Committee for Economic Development. He served on President Obama's President's Management Advisory Board from 2011 to 2017.

He is a graduate of Roosevelt University and holds an MS in management from the MIT Sloan School of Management.

JAY LEVINE

Retired Principal, ECG Management Consultants

Jay Levine is a retired principal of ECG Management Consultants, Inc. He served as executive vice president of ECG, a national healthcare management consulting firm with offices in 10 cities.

Levine has over 30 years of experience assisting academic medical centers—including teaching hospitals, medical schools, research organizations, and faculty practice organizations—in addressing some of the most complex challenges attendant to the organization, management, delivery, and financing of healthcare services. He has advised universities and academic medical centers throughout the United States, including such prominent institutions as the University of Pennsylvania Medical Center, Massachusetts General Hospital, Mount Sinai Medical Center (NYC), Johns Hopkins University School of Medicine, Columbia University College of Physicians and Surgeons, Stanford University Medical Center, and many others. Leading national healthcare and research organizations such as the National Institutes of Health and the Institute of Medicine of the National Academy of Science (now the National Academies of Sciences, Engineering, and Medicine; Health and Medicine Division) have sought Levine's advice, counsel, and assistance. He has been a frequent speaker at meetings of the Association of American Medical Colleges and its Council of Teaching Hospitals. Levine is a director of Southampton Hospital Association in New York.



JOSEPH DOYLE

Erwin H. Schell Professor of Management and Applied Economics, MIT Sloan, and Faculty Director, Initiative for Health Systems Innovation

Joseph Doyle is the Erwin H. Schell Professor of Management and Applied Economics at the MIT Sloan School of Management.



He studies public economics in the areas of healthcare and child welfare. His healthcare research investigates sources of value and waste to inform policies aimed at improving the quality and cost-effectiveness of the United States healthcare system. This includes partnering with large healthcare providers and payers to conduct randomized, controlled trials of healthcare delivery reforms with an emphasis on addressing social determinants of health. He conducts similar investigations into foster care and juvenile justice programs.

Doyle is the faculty director of the MIT Sloan Initiative for Health Systems Innovation and co-chair of the Health Sector of the Jameel Poverty Action Lab. He holds a BS from Cornell University and a PhD in economics from the University of Chicago.

HOWARD A. ZUCKER, MD, JD**Commissioner, New York State Department of Health**

Dr. Howard Zucker is Commissioner of Health for New York State. He trained in pediatrics (Johns Hopkins), anesthesiology (University of Pennsylvania), pediatric critical care/pediatric anesthesiology (Children's Hospital of Philadelphia), and pediatric cardiology (Boston Children's Hospital) and board-certified in six specialties.

He has held academic appointments at Yale, Columbia and Einstein medical schools, Georgetown law and on the NIH faculty. He served as a White House Fellow, HHS Deputy Assistant Secretary of Health, Assistant Director-General of the World Health Organization, and IOP fellow at Harvard Kennedy School. His clinical practice involved serving as a pediatric anesthesiologist at Montefiore and as pediatric ICU director at New York Presbyterian Hospital.

Dr. Zucker worked at MGH to create a community peace index for use in international conflict regions, created the nation's Medical Reserve Corps, developed a talking book on health for Afghan women. In addition, he worked at MIT helping design Space Shuttle experiments, and is on the board that runs the national lab on the International Space Station. He was an ABC News 'Person of the Week' and is a member of the U.S. Supreme Court bar.

He holds a BS from McGill, an MD from George Washington University, a JD from Fordham, an LLM from Columbia Law and a postgraduate diploma from the London School of Hygiene & Tropical Medicine.

ANA AYALA**Vice President of Programs, Project Open Hand**

Ana Ayala held various roles in administration, events, development, and fundraising at different non-profits in the San Francisco area, including Star Community Home, AIDS Walk San Francisco and Catholic Charities, before joining the Project Open Hand team as Vice President of Programs.

While at Catholic Charities, Ayala implemented the Star Community Home project—a shelter for women and children—within a three-week timespan. Though intended to run for only 18 months, the project was so successful that it is still active today. She received her BA from the University of California, Los Angeles.

SETH A. BERKOWITZ, MD, MPH

Assistant Professor of Medicine, Division of General Medicine and Clinical Epidemiology, University of North Carolina at Chapel Hill

Dr. Seth Berkowitz has nearly 10 years of experience conducting research on social determinants of health with a focus on the relationship between food insecurity and diabetes and interventions for unmet basic needs to improve health.

He is the PI for two randomized clinical trials of nutritional interventions, and he has recently received funding through the NIH and the Robert Wood Johnson Foundation. Dr. Berkowitz's research has been published in *JAMA*, *Health Affairs*, *JAMA – Internal Medicine*, *Diabetes Care*, *Lancet Diabetes and Endocrinology*, *Health Services Research*, *Medical Care*, and the *Journal of General Internal Medicine*, among others.



KARTIKA PALAR

Assistant Professor, Division of HIV, Infectious Disease and Global Medicine, University of California, San Francisco

Kartika Palar is an Assistant Professor in the Division of HIV, Infectious Disease and Global Medicine at the University of California San Francisco (UCSF).

Her research addresses the social determinants of health in HIV, diabetes and other chronic diseases, with a focus on food insecurity. She is co-Principal Investigator (PI) of the Changing Health through Food Support (CHEFS) Study, an RCT testing the impact of medically appropriate food support on health outcomes among people living with HIV, and a co-Investigator on the Cardiac Recovery through Dietary Support (CaRDS) Study investigating the health impacts of medically tailored food support on heart failure patients. CHEFS and CaRDS are based in the San Francisco Bay Area in collaboration with Project Open Hand.

She is also PI of the 5-year Women, HIV/AIDS and Diabetes (WAND) Study, funded by the National Institutes of Health, and of the ProMeSA-CVD Study, a study examining the impact of urban gardening and nutritional education on reducing cardiovascular disease risk among people with HIV in the Dominican Republic.

Palar holds a BA from Brown University, an MA from Tufts University, and a PhD from Pardee RAND Graduate School.



MICHELLE A. PASSARETTI, RN, BSN, CCM
Senior Director of Innovations, Geisinger

Michelle A. Passaretti received her nursing diploma from Geisinger School of Nursing, her BSN from ASU, and is currently enrolled in ASU for an MSN with a focus on leadership and organizational management. She also received her certification in case management and is the Geisinger Health System POLST/Advanced Care Planning Facilitator. Passaretti is currently the Director of Health Management Clinical Operations for the Geisinger Health Plan's Health and Wellness Department. With 22 years of experience in healthcare behind her, she currently provides direct oversight of the Registered Nurse Health Managers and Health Coaches whose responsibilities include: direct patient care through patient engagement and activation, provide disease management education, plan of care development, and medication optimization, while supporting primary care in the outpatient setting. She is also responsible for the successful launching of the Fresh Food Farmacy, a collaborative and innovative approach to changing how we care for our patients through a Food As Medicine concept.



DAVID B. WATERS
CEO, Community Servings, Boston

David B. Waters has been involved with Community Servings since its inception in 1989, moving from volunteer to board member, Board Chair, and Director of Development, before eventually taking on the role of CEO in 1999.



Under Waters' leadership, Community Servings has evolved from a small neighborhood meals program delivering dinner to 30 people, to a critical, regional program providing 15 medically-tailored meals plans to 2,300 people with acute life-threatening illnesses, their dependents, and caregivers in 21 Massachusetts communities.

An advocate for integrating accessible, medically tailored meals into the healthcare system, Waters has formed partnerships with leading healthcare payers and providers to better link clinical care and social services, designing some of the country's first health insurance contracts for prescription meals.

He is the former Board Chair of the Association of Nutrition Service Agencies and is a founding member of the national Food Is Medicine Coalition. In recognition of his leadership and impact at Community Servings and within the Greater Boston community, Waters was named a Barr Foundation Fellow in 2017. A resident of Cambridge, he holds graduate degrees from Middlebury College and Boston University.

ELIZABETH BACA, MD, MPA

Deputy Director, California Governor's Office of Planning and Research

Dr. Elizabeth Baca is passionate about innovations to foster total health and well-being. She currently serves as the Deputy Director in the Governor's Office of Planning and Research (OPR).

She is engaged in innovation in the public sector to foster health through multiple projects including healthy planning, healthy food systems, big data, and public-private partnerships. For healthy planning and food systems, she works across sectors to foster collaboration, elevate the connection between health and the built environment, and leads the effort to incorporate health considerations into the planning process to build healthy, resilient communities. Additionally, she serves as a lead for the Governor's Initiative to Advance Precision Medicine.

Through her role in OPR, she is an advisor for Urban Land Institute's Health Leaders and FS6, a Food System Accelerator. Dr. Baca also served on the National Academy of Sciences Consensus Committee for Community Based Solutions to Promote Health Equity.



MARIANA ARCAYA

Assistant Professor of Urban Planning and Public Health, MIT

Mariana Arcaya is a social epidemiologist and urban planner whose work explores dynamic relationships between geographic contexts, particularly neighborhoods, and health. She conducts scholarly and policy-relevant research in two main areas: 1) bi-directional relationships between place and health, including how health considerations shape socioeconomic outcomes for individuals and communities, and, 2) applied and translational research on the social determinants of health, particularly health risk factors shaped by urban policy and planning decisions.

Prior to joining MIT in 2015, Arcaya served as a post-doctoral fellow at the Harvard Center for Population and Development Studies. She holds a Doctorate of Science from the Harvard School of Public Health, and a Master of City Planning from MIT's Department of Urban Studies & Planning. Her professional work experience includes instituting and managing a Public Health Division within Metropolitan Boston's regional planning agency, as well as designing and overseeing the implementation of healthy urban planning strategies under a federally funded Community Transformation Grant.



ERNST BERNDT**Professor of Applied Economics Emeritus,
MIT Sloan**

Ernst Berndt is an Emeritus Professor of Applied Economics at the MIT Sloan School of Management.



Until January 2011, he was Director of the National Bureau of Economic Research Program on Technological Progress and Productivity Measurement.

Berndt's recent research focus has been on the changing dynamics of the healthcare industries. He has examined how medical innovations have affected the costs of treating selected diseases over time, factors affecting the globalization of clinical trials (particularly in emerging economies), causes of recent cancer drug shortages in the U.S., incentives to induce research and development into diseases prevalent in low-income countries, how industry funding of the U.S. Food and Drug Administration through user fees has affected review times and safety withdrawal rates, and the impact of direct-to-consumer marketing of prescription pharmaceuticals on drug utilization. In other research, Berndt has assessed how illness and its treatment affect individuals' ability to function at work. More generally, his research deals with assessing the sources of productivity growth and how productivity is measured. Berndt has implemented methods for adjusting prices for changes in quality in the pharmaceutical, healthcare, personal computer hardware, prepackaged software, and personal digit assistant product categories. He also has published research on the structure of the advertising services industries.

Berndt holds a BA in economics and philosophy from Valparaiso University, as well as an MS and a PhD from the University of Wisconsin. He has also been awarded honorary doctorate degrees from Uppsala University in Sweden and from the University of Basel in Switzerland.

DOMENICK BERTELLI, MBA '99**Partner, Putnam Associates**

Domenick Bertelli advises biopharmaceutical and medical device clients on growth strategies, therapeutic area strategies, franchise strategic marketing, and pricing and reimbursement.



He has specialized in studies that leverage quantitative analysis and sophisticated modeling, often involving primary research. Bertelli's client work has focused on global and U.S. markets and has encompassed multiple therapeutic areas—oncology, immunology, endocrinology, CNS, GI, cardiology, pulmonology, and women's health.

Prior to joining Putnam, he was an Engagement Manager in McKinsey & Company's New York office, where he was a member of the Pharmaceutical and Medical Products, High Tech, and Corporate Finance practices. Before McKinsey, he worked at BTAlex. Brown in investment banking, and conducted operations research as part of MIT's Lean Aerospace Initiative. Bertelli earned his AB in government from Harvard University in 1991, and an MBA in new product and venture development from the MIT Sloan School of Management in 1999.

ROBERT C. GREEN, MD, MPH

Professor of Medicine (Genetics), Harvard Medical School, and Director, Genomes2People Research Program, Brigham and Women's Hospital and the Broad Institute



Dr. Robert C. Green is a medical geneticist and physician-scientist who directs the G2P Research Program (genomes2people.org) in translational genomics and health outcomes as Professor of Medicine in the Division of Genetics at Brigham and Women's Hospital, the Broad Institute, and Harvard Medical School. Dr. Green has been continuously funded by NIH for 26 years and has published over 300 papers. Originally trained as a neurologist and epidemiologist, he contributed for over a decade to the clinical characterization, treatment trial methodology and risk refinement for Alzheimer's disease. After re-training as a medical geneticist, he conducts empirical research on the medical, behavioral, and economic outcomes around the implementation of genomic medicine.

Dr. Green led the first NIH-funded trials disclosing common complex disease risk (REVEAL Study) and the first prospective study of direct-to-consumer genetic testing (PGen Study). He currently leads and co-leads the first randomized trials to explore the implementation of medical sequencing in adults (MedSeq Project) and newborns (BabySeq Project). His team recently published the MedSeq Project results assessing medical outcomes, appropriateness of care, and downstream medical costs of whole genome sequencing in primary care.

With support from the Air Force and in collaboration with military medicine colleagues, he is conducting the first implementation study of sequencing with return of results in active duty military personnel (MilSeq Project). Dr. Green was lead author on the original recommendations for managing secondary findings in clinical sequencing from the American College of Medical Genetics and Genomics and led the first published demonstration of aggregate penetrance of genomic variants in an unselected population.

He is a member of the National Academies of Science, Engineering and Medicine Committee on the "Evidence Base for Genetic Testing" and a Board Member of the Council for Responsible Genetics. He works with the Global Alliance for Genome Health and with the All of Us Research Program on implementation standards for communicating genomic information. In 2014, he won the Coriell Prize for Scientific Achievement in Personalized Medicine.

JASON HELGERSON, MPP**Founder and Chief Solutions Officer, Helgerson Solutions Group**

Jason Helgerson is the founder of Helgerson Solutions Group (HSG), a company created to help organizations committed to improving health and social care outcomes and delivering healthcare more cost-effectively. HSG was founded to make the world a better place, and Helgerson has made that his mission his entire professional life as well. Most recently, Helgerson served as New York's Medicaid Director. In that role, he led the state's historic Medicaid redesign efforts which not only bent the cost curve but also improved outcomes for Medicaid members. A 2018 Commonwealth Fund study found New York to be the most improved state in the nation relative to its overall healthcare systems performance and suggested that further improvement was likely thanks to reforms launched by Helgerson and his team.

Prior to moving to New York, Helgerson was Wisconsin's Medicaid Director. In this role, he led the effort to expand access to healthcare to virtually all the state's residents including all children. He also helped lead a major cost-cutting exercise that brought down spending without taking benefits away from a single Medicaid member. Prior to his Medicaid work, Helgerson held a series of positions in state and local government leading efforts to reform education, child care, public finance and, of course, healthcare.

ANDREW BERTAGNOLLI**Vice President Behavioral Health Clinical Product, Optum**

Dr. Andrew Bertagnolli is the Vice President of Behavioral Health Clinical Product at Optum. He has nearly 30 years of healthcare experience and an exceptionally strong background in healthcare operations, consulting and process improvement in the areas of behavioral health and pain management.

Prior to joining Optum, he was with Kaiser Permanente for over 20 years. He received his Bachelor of Arts in psychology from Vanderbilt University in Nashville, Tennessee and his Master's and Doctorate degrees from the California School of Professional Psychology in Alameda, California and completed his internship at University of New Mexico Consortium in Albuquerque.

In his current role, Dr. Bertagnolli brings together his passion for integrating behavioral health into primary care delivery systems through rapid cycle process improvement methods. In addition, Dr. Bertagnolli is the staff psychologist at Spinecare Medical Group in Daly City, California and an Adjunct Professor at Alliant International University in San Francisco, California.

CHRIS GOLDSMITH
President, Landmark Health

Chris Goldsmith is the President of Landmark Health. He has more than 15 years of experience in healthcare operations, finance, and strategy and a dedicated focus on maintaining corporate values through organizational growth.



Goldsmith most recently served as the Senior Vice President of Anesthesia Operations for Envision Physician Services, the largest national anesthesia service provider in the country. In this position, he worked to grow the organization by recruiting key leaders and providing business support across 500 facilities in 26 states to more than 4,500 clinicians.

Prior to Envision Physician Services, Goldsmith held various positions at Optum, a division of United Health Group. He was the Senior Vice President of National Practice Operations, Local Care Delivery where he was responsible for 20 clinics and 140 providers in Southern California. Goldsmith also worked as the Vice President of Strategic Finance, Local Care Delivery where he was instrumental in shepherding the company through significant financial and operational growth. Prior to those positions, he was the Senior Director of Corporate Strategy where he helped to craft Optum's provider go-to-market strategy.

He received his BS in engineering from Duke University and his MBA from INSEAD, France Campus.

VALERIE F. PIETRY, MD, MS, TPP '85
Chief Medical Officer, Family Health Center of Worcester

Dr. Valerie Pietry is Chief Medical Officer of the Family Health Center of Worcester, a teaching Federally Qualified Health Center in Central Massachusetts, serving 27,000+ patients in over 50 languages, where she has served since 1992. As Associate Professor of Family Medicine and Community Health at the University of Massachusetts Medical School, she has specialized in the care of culturally diverse, urban underserved children and families, and has developed innovative, integrated and cost-effective models of community-based care in school-based health centers in Worcester, MA.



More recently, Dr. Pietry has examined value-based approaches to optimizing maternal-child health service delivery by Family Medicine physicians, and care systems for children with complex needs. Dr. Pietry serves on the Board of Directors and Strategic Planning Committee of Community Care Cooperative (C3), a Massachusetts accountable care organization comprised of community health centers.

She is a graduate of Dartmouth Medical School, and holds a Master's degree in Technology and Policy from MIT. She completed her undergraduate studies in Physics at the Johns Hopkins University. Dr. Pietry is currently pursuing graduate studies at the intersection of social justice, health and organizational leadership, at the Boston College School of Theology and Ministry.

**ANNE QUAADGRAS, SB '85,
SM '86, DBA****Director, Initiative for Health Systems
Innovation and Senior Lecturer, MIT Sloan**

Anne Quaadgras is the Director of the MIT Sloan Initiative for Health Systems Innovation, and a Senior Lecturer at the MIT Sloan School of Management. Her research focuses on health systems transformation, impacts of coordination of work in health systems, and the role of information technology in systems change.

Before becoming HSI Director, Quaadgras was a Research Scientist at the MIT Sociotechnical Systems Research Center, where she managed the DoD Post Traumatic Stress Innovations (PTSI) project, a four-year \$8m interdisciplinary effort examining the care system for post-traumatic stress and related conditions. She has also been a Research Scientist at MIT Sloan's Center for Information Systems Research (CISR), where her work focused on how effective use of information in organizations, especially in digitized processes and operations, can change how work is done. Results have been published in multiple MIT CISR research briefings and working papers, and in *Harvard Business Review* (December 2013).

She holds a Bachelor's and Master's degree in chemical engineering from MIT, and a Doctorate in information systems at Boston University.

GEORGIA PERAKIS**William F. Pounds Professor of Operations
Management, Operations Research and
Statistics, MIT Sloan**

Georgia Perakis is the William F. Pounds Professor of Management and a Professor of Operations Research, Statistics and Operations Management at the MIT Sloan School of Management. She has been on the faculty at MIT Sloan since July 1998.

Perakis teaches courses and performs research on analytics, optimization, quantitative models for managers. She has taught in a variety of programs such as MBA, EMBA, undergraduate, MSc and PhD programs across MIT.

In her research, she investigates the theory and practice of analytics. She is particularly interested on how to solve complex and practical problems in pricing, revenue management, supply chains, logistics, and energy applications among others. She has widely published in some of the flagship journals of the field such as *Operations Research*, *Management Science*, *POM*, *Mathematics of Operations Research* and *Mathematical Programming* among others.

She has received the CAREER Award from the National Science Foundation and the PECASE Award from the Office of the President on Science and Technology. In 2016, she was elected as an INFORMS Fellow, that recognizes individuals for lifetime achievement to the field. In addition to the above, her work has received recognition with awards such as the TSL Best Paper Award, the Best Paper competition of the Inform Service Science Section several times, Best Application of Theory Award from NEDSI (Northeast Decision Sciences Institute) Conference. Her work on promotions with the Oracle RGPU was a finalist at the Practice Award of the RMP Section of INFORMS in 2015, while

her work with Johnson & Johnson on forecasting demand for new products received first place in the 3rd Applied Research Challenge competition. Perakis is passionate about supervising PhD, masters and undergraduate students and building lifelong relationships with them. So far, she has graduated 20 PhD and 41 Master's students.

From 2009 to July 2015, Perakis served as the MIT Sloan faculty co-Director of the Leaders for Global Operations (LGO) Program at MIT, a joint program between MIT Sloan and the School of Engineering. She also served as the group head of the Operations Management group at MIT Sloan from 2010 to 2017. Since July 2017, she has served as the faculty director of the EMBA program at MIT Sloan.

She also currently serves as an associate editor for the flagship journals within her field, including: *Management Science*, *Operations Research*, and as a senior editor for *POM*. She has served as the chair of the RMP Section of INFORMS and as the VP of Meetings of the MSOM Society of INFORMS.

Perakis holds a BS in mathematics from the University of Athens as well as an MS in applied mathematics and a PhD in applied mathematics from Brown University.

SUE ANDERBOIS

Director of Food and Strategy, State of Rhode Island

Sue AnderBois is Rhode Island's first Director of Food Strategy, a role she has held since 2016. In this role, AnderBois has worked with colleagues across the state government and throughout Rhode Island's food system to develop Relish Rhody—Rhode Island's Food Strategy, which was released by Governor Raimondo in May 2017. Her background is in policy and strategy—both in food systems work and in clean energy. In Rhode Island, she was a member of the Food Policy Council for three years.

She also serves as the Chair of the Providence Sustainability Task Force and as the assistant clerk & board member for the Green Energy Consumers Alliance. AnderBois has an MBA from Yale School of Management and a BA in environmental studies from Dartmouth College.



LAURIE “DUCK” CALDWELL**Executive Director, Boston Area Gleaners, Inc.**

Laurie “Duck” Caldwell was hired as Boston Area Gleaners’ first employee in 2010. Under her leadership, they have experienced a 5000% growth in how much surplus produce their volunteers can harvest. Within the same period, they have moved from serving a handful of local pantries to working with major distribution partners such as the Greater Boston Food Bank, Food for Free, and over 500 other food banks, meal programs, and food pantries.

Caldwell’s work in the non-profit sector since 1995 includes program and project management, program and curriculum development, as well as consulting. A carpenter by trade, she has been a business owner, and has worked with farmers in VT and NH as a produce buyer for natural foods cooperatives across the Northeast. She holds an MBA in organizational management and sustainability from Antioch University New England.

**TIMOTHY GRIFFIN****Associate Professor, Division Chair - Agriculture, Food, and Environment, Friedman School of Nutrition Science and Policy, Tufts University**

Tim Griffin is an Associate Professor at the Friedman School of Nutrition Science and Policy, Tufts University. At the Friedman School, he is Division Chair of Agriculture, Food, and the Environment, and teaches classes on U.S. agriculture and agricultural science and policy.

His current research focuses on regional food systems and climate change impacts on agriculture, and he supervises doctoral students conducting research on topics ranging from precision agriculture to food access. Griffin served as an Advisor to the 2015 Dietary Guidelines Advisory Committee, focusing on Sustainability, and recently completed work as a member of the National Academy of Sciences study Genetically Engineered Crops: Experiences and Prospects.

Prior to taking on his current position at the Friedman School, he served as Lead Scientist/Agronomist at USDA-Agricultural Research Service (2000–2008) and Extension Specialist in Sustainable Agriculture at the University of Maine (1992–2000), the first such position of its kind in the United States.



LISA SEBESTA

Founder, Sitari Capital

As Founder of Sitari Capital, Lisa Sebesta works with investors to evaluate and manage impactful, direct investments in private companies that align with their values. She is also a Managing Partner at Fresh Source Capital, LLC, and a General Partner in Fresh Source Capital Fund 1, which focuses on the sustainable food and agriculture sector. Previously, Sebesta served as a consultant to the Fair Food Fund, and spent 15 years as an equity analyst and portfolio manager for investment firms Batterymarch Financial Management and Boston Advisors.

She is an advisor and board observer for several food and agriculture businesses, including portfolio companies in Fresh Source Capital Fund 1. She is also on the leadership team of Slow Money Boston.

Sebesta holds an undergraduate degree from the College of the Holy Cross and earned her Master's at the Fletcher School at Tufts University. She is a CFA® Charterholder and a member of the Boston Security Analysts Society.



KAREN SMITH, MD, MPH

Director & State Public Health Officer, California Department of Public Health

Dr. Karen Smith was sworn in as Director of the California Department of Public Health and State Public Health Officer on March 23, 2015. Dr. Smith is a physician specializing in infectious disease and public health. Prior to her appointment, she served as public health officer and deputy director at the Napa County Health and Human Services Agency beginning in 2004.

Dr. Smith completed her medical training and infectious diseases fellowship at Stanford University after earning a Master's of Public Health degree at Johns Hopkins School of Hygiene and Public Health. She served as clinical faculty at the Santa Clara County Valley Medical Center Division of Infectious Diseases from 1997 to 2004 and as a faculty consultant for the Francis J. Curry International Tuberculosis Center at the University of California, San Francisco in 1997. Smith also served as TB Controller and Deputy Health Officer for Santa Clara County from 1997 to 2004.



ABOUT THE INITIATIVE FOR HEALTH SYSTEMS INNOVATION (HSI)

The MIT Sloan Initiative for Health Systems Innovation (HSI) envisions transformed, integrated health systems that proactively manage the health of populations and still meet outcome and sustainable economic goals. This vision includes the rigorous exploration of traditional healthcare models as well as behavioral health and holistic approaches that incorporate and address the broad spectrum of social determinants that underpin the health of individuals and populations. While many organizations have been exploring aspects of healthcare reform through public health or clinical lenses, HSI is unique in its systems focus and multidisciplinary approach that exploits MIT Sloan's expertise in data and analytics, technology and innovation, organization design and operations, and finance and economics.

True to MIT's motto *Mens et Manus*—mind and hand—HSI seeks to identify practical solutions with visible impact. In order to achieve this, we leverage existing faculty research and launch new efforts through extensive partnerships with health-industry leaders throughout New England and beyond.

HSI's ambitious goals rely on the generosity of philanthropic partners who, through funding additional Initiative infrastructure and specific programs, will help advance and optimize HSI's exceptional research and education capabilities and make a lasting difference for society.

To learn more:

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A special thank you to our alumni event ambassadors who volunteered their time to help the Office of External Relations and the Initiative for Health Systems Innovation (HSI) spread the word about this event.

David Amin, SF 2016

Lyndon Braun, SM 1989

Alex Karpovsky, MOT 1991

Julie Kim, SB 1990, MBA 1995

Ayesha Khalid, SF 2014

If you are interested in becoming an alumni volunteer or future event ambassador, please email mitsloanalumnirelations@mit.edu.

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